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## ABSTRACT

In spring 1996, Florida's Pensacola Junior College (PJC) undertook the fourth assessment of institutional effectiveness using an assessment plan developed between 1990 and 1993. Outcomes were examined for the 1995-96 academic year with respect to the 51 goals, 147 objectives, and 253 indicators of effectiveness identified by the assessment plan in 16 functional areas. Area supervisors were requested to report on at least one objective and one indicator for each of the goals. Results of the process included the following: (1) 97 of the 253 indicators were selected to be reported for 1995-96, although with multiple reports for some indicators a total of 233 indicator reports were received; (2) 90.1% (n=210) of the indicators were shown to have been fully met in terms of designated levels of performance; and (3) indicators that did not meet standards included increasing annual student contacts by 2%, correctly placing 90% of first-time in college students, achieving a 5% annual increase in students, and including grade distributions in faculty evaluations. It was concluded that the central mission of the college was affirmed by the results of the assessment and it was recommended that the assessment be continued in 1996-97; that the number of indicators be increased with special emphasis on those indicators that relate to outcome productivity measures rather than measures of internal processes. Tables showing outcomes by indicator and indicators that were not reported are included. (HAA)

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**PENSACOLA JUNIOR COLLEGE**  
**INSTITUTIONAL EFFECTIVENESS**  
**PROGRESS REPORT**  
**1996**



**1995-1996 Academic Year**

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**Comprehensive Goal, Objective, Indicator, and Use Statement Data;**  
**Analysis of Indicators, Conclusions and Recommendations.**



Pensacola Junior College  
 Office of Institutional Research and Effectiveness  
 R-96-516

7-31-96

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**Introduction:** In an on-going effort to improve college operations and to improve the documentation of institutional effectiveness, a plan of assessment was developed in 1990-1993. In the spring of 1993, an initial run of the Pensacola Junior College Institutional Effectiveness Plan was undertaken for at least a single indicator and objective for each goal in the plan. In the spring of 1994, the second institutional effectiveness assessment was made according to this plan. A third assessment was made in the spring of 1995. Following are the results of the fourth institutional effectiveness assessment undertaken in the spring of 1996. It must be noted that this report is not a final product, only the fourth step of an evolving process.

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**A Word of Caution:** These indicators are intended to be data for affirmation of the mission of the college and for continued improvement of the institution. The success of the process requires a non-threatening environment in which the aggressive pursuit of evaluative data, both positive and negative, is encouraged. Consequently the achievement or non-achievement of a given indicator standard, while very important to the operational unit, is not as important to the purpose of institutional effectiveness assessment as is the fact that the college has examined that facet of the college's productivity, has generated concrete information concerning it, and has proceeded to act on that information for the long-term improvement of the college.

**EXECUTIVE SUMMARY**  
**Year 4 Institutional Effectiveness Assessment (1995 - 1996)**  
**(R-96-516, 7-31-96)**

The fourth institutional effectiveness assessment was undertaken by the Office of Institutional Research and Effectiveness in the spring of 1996, for the 1995-1996 academic year. This used the plan developed by the Institutional Effectiveness Taskforce between 1990 and 1993, which consisted in the fourth year evaluation of sixteen functional areas, 51 goals, 147 objectives and 253 possible indicators. For the fourth run, area supervisors were requested to select one objective and one indicator for each of the goals, although some selected more and others less. Reports of performance indicators for these objectives were received through July 31, 1996. Several follow-up efforts were made. The process was successfully completed this year for the fourth time.

**Findings:**

- (1) A total of 233 indicator reports were received for 1995-1996 (some indicator standards were used by more than one unit.)
- (2) Of these, 210 or 90.1% were fully met in terms of designated levels of performance.
- (3) Twenty-three did not meet the specified standards.
- (4) Data from these assessments were used to a high degree (96.6%).

**Conclusions:**

**The central mission of the college is affirmed by the results of this assessment, unit-by-unit across the college.**

**Recommendations:**

- (1) The process must be continued in 1996-1997, at which time a general evaluation of the entire five-year process cycle will be conducted.
- (2) Continued simplification of the process is in order; especially in the reduction of the number of indicators.
- (3) Each institutional unit should strive to focus more of its institutional effectiveness efforts upon indicators that show basic college productivity respective of its mission, rather than process activity measures. Although processes of the college are important they represent means toward ends rather than true outcome productivity.

## ANALYSIS

1. It is given under the current plan that each functional area (n=16) can have multiple goals (n=51), which in turn may have multiple objectives (n=147) and multiple indicators (n=253). In addition there is the potential for multiple reports based on individual indicators. In 1995-1996 assessment, there was to have been an indicator reported for each goal; that would have been a minimum 51 indicator responses. There were, in fact, 97 individual indicators actually selected to be reported. Some received multiple responses for the same objective, some were single responses for a total of 233 indicator reports in all. Thus, the indicator reporting rate was 38.3% for 1995-1996 (that is, the percentage of individual standards reported at least one time). A summary of these reports is presented in TABLE I.
2. TABLE II gives detailed information on these data. Of the 233 total indicator standard reports received, 210 or 90.1% of the prescribed standards were met or exceeded. Of all the reports received, the reporters stated in 225 or 96.6% of these instances that the report data (whether the standard was achieved or not) was used by the reporting unit for its improvement. Additional non-standard versions of standing indicators and new alternate indicators were reported by some units.
3. TABLE III displays indicators that have yet to be examined (that is, not reported in 1992-1993, 1993-1994, 1994-1995, or 1995-1996) but which must be assessed at least once during the five-year cycle of evaluation.

## CONCLUSIONS

It is important to recognize that this evaluative process is intended to assess the assessment process itself as well as to assess college performance each year.

1. Overall indicator response suggests that PJC units are meeting or exceeding prescribed performance levels for the objectives assessed; and as a result, are meeting college mission goals.
2. This fourth run was adequate. The level of cooperation by the participating reporters was excellent in the fourth run. The reporting system and paper trail worked well and continued to have a minimal impact on college resources.
3. Too many indicators were found to be *process* rather than *product*-oriented. Virtually no (3) *product* indicators were chosen this year. More product outcome measures are needed. However, the *product* emphasis on the new institutional accountability process, the Performance Incentive Funding effort and the new Performance-Based Budgeting system more than make up for any *product* shortcoming in this effectiveness process.
4. A continuing overreliance on satisfaction surveys was noted. There should be a curtailment of survey-based indicators and more emphasis placed on outcome measures of a quantitative nature when the second five-year cycle is planned.
5. Subtle changes in some objectives and indicators continued to be made in the course of the process. This resulted in some indicator objectives having evolved into objectives more appropriate to unit operational plans or institution strategic plan objectives. Most of these were subjected to the formal review and approval process. Other unit leaders made major modifications of standard indicator measures. Still others elected to use new alternative indicator measures.
6. Little opposition to the process was noted, though lack of full understanding of the process and its purpose is frequently encountered. (Some difference in opinion seems to exist between those who see the process as a mirror of SACS *Criteria* and those who envision it as a test of college mission compliance.) Some see the process as an added burden. Others confuse it with Strategic Planning, the SACS reaffirmation processes and the state accountability process.

## RECOMMENDATIONS

That:

1. The process be continued, simplified and refined.
2. College leadership continue to emphasize the importance of the process.
3. In 1996-1997, the total number of indicator reports must be increased, with special emphasis on those indicators that relate to outcome productivity measures rather than measures of internal processes (see TABLE III). This is the last opportunity in this cycle for units to complete their planned indicators.
4. Individual reporting units continue to utilize the results of these assessments for continuous improvement.
5. Continued efforts must be made to educate PJC personnel on the institutional effectiveness process.
6. In 1996-1997, begin planning preliminary work for the new 1997-2002 institutional effectiveness cycle.

TABLE I.  
SUMMARY TABULATION OF PJC INSTITUTIONAL EFFECTIVENESS INDICATORS (a)  
1995-1996  
(YEAR IV)

Following is the enumeration and status of all institutional effectiveness indicators reported for the 1995-1996 academic year. The full report with supporting documentation for each is presented in APPENDIX A. (Column #1) displays indicator Functional Area. #2 is the cumulative indicator count for this year. #3 is the Functional Area. Goal, Objective and Indicator Criteria citations. #4 the Strategic Plan Goal(s) cited. #5 the abbreviated indicator standard. #6 the actual data for 1995-1996. #7 the achievement status of the standard. #8 commentary. and #9 whether or not these data were used by the reporting unit. PJC mission output measures (column #5) are highlighted.

TABLE I.										
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)		
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1995-1996:	Was Standard Achieved?	Commentary:	Was Data Used		
I. ADMISSIONS:	1.	I. A.2.a.	7, 9, 11	Improve class schedule.	Done	Yes		Yes		
	2.	I. A.3.a.	11	Improve student records system.	Done	Yes		Yes		
	3.	I. B.1.a.	9	Increase annual student contacts by 2%.	< +2%	No	EMAS under consideration.	Yes		
	4.	I. C.1.a.	1,7	90% correct placement of FTIC.	67%	No		Yes		
	5.	I. D.2.a.	1,7	80% utilization of CPT.	> 90%	Yes		Yes		
II. COMPLETION REQUIREMENTS:	6.	II. B.2.a.	1, 2, 11	100% remediation of student sample.	100%	Yes		Yes		
	7.	III. A.2.c.	1, 2, 11	5-year curriculum review.	Done	Yes		Yes		
III. CURRICULUM:	8.	III. B.1.c.	1, 2, 11	70% high satisfaction by employers of graduates.	86%	Yes		Yes		
	9.	III. B.1.d.	1, 2, 11	70% high satisfaction of employers, vocational skills.	87.5%	Yes		Yes		
	10.	III. B.1.e.	1, 2, 11	75% vocational program graduation.	76%	Yes		Yes		
	11.	III. B.2.a.	1, 2, 11	Proper general education in vocational education.	Done	Yes		Yes		
	12.	III. B.2.b.	1, 2, 11	70% success prediction by prerequisites.	95%	Yes		Yes		
	13.	III. B.2.c.	3	5-year curriculum review (A.S.)	Done	Yes		Yes		
	14.	III. B.2.d.	1, 2, 11	70% student satisfaction with course sequences.	93.75%	Yes		Yes		
	15.	IV. A.1.a.	1, 3, 4	50% of Escambia County dropouts enrolled at PJC.	N/A	(Yes)	Enrollment rate not established.	Yes		
	16.	IV. A.3.a.	1, 3, 4	70% "D" or higher in AHS courses.	98 & 99%	Yes		Yes		
	17.	IV. A.3.b.	1,3,4	50% of students will complete courses.	54 & 57%	Yes		Yes		
	18.	IV. B.3.c.	4	70% of faculty will receive high student satisfaction.	N/A	(Yes)	Satisfaction data not provided.	Yes		



TABLE I.

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1995-1996:	Was Standard Achieved?	Commentary:	Was Data Used
Distance Learning	19.	IV. C.4.a.	4	70% of faculty will receive high student satisfaction.	75%	Yes		Yes
Lifelong Learning	20.	IV. D.1.a.	10	5% annual increase in students.	N/A	(Yes)	Rate increase data not provided.	Yes
Community Campus	21.	IV. D.1.a.	4	5% annual increase in students.	+2.6%	No		Yes
Educational T.V.	22.	IV. F.1.a.	11	50% completion of cable channel.	50% (appx.)	Yes		Yes
V. FACULTY:	23.	V. A.1.b.	8	Transcripts on file for all faculty (sample).	8 of 106 not	No	Action to keep 100% compliance.	Yes
	24.	V. A.2.b.	1, 3	All faculty SACS qualified (full-time).	Done	Yes	Specific data not provided.	Yes
	25.	V. A.3.a.	1, 3	All faculty SACS qualified (part-time).	Done	Yes	Specific data not provided.	Yes
	26.	V. A.3.a.	8	All faculty SACS qualified (part-time).	Done	Yes	All current.	Yes
Community Services	27.	V. B.3.a.	1, 3, 4	All faculty annually evaluated by students.	Done	Yes		Yes
Secondary Education	28.	V. B.3.b.	1, 3, 4	All faculty have 5-year professional development plans.	Done	Yes		Yes
	29.	V. C.1.a.	8	Start faculty salary increase greater than district.	Done	Yes	Detailed data presented.	Yes
	30.	V. C.1.d.	8	Faculty annual attrition no more than 5%.	< 5%	Yes		Yes
VI. LEARNING RESOURCES:	31.	VI. A.1.a.	9	80% of LRC equipment is functional.	84%	Yes		Yes
Pensacola LRC	32.	VI. A.1.a.	9	80% of LRC equipment is functional.	85%	Yes		Yes
Warrington LRC	33.	VI. A.1.a.	9	80% of LRC equipment is functional.	78%	No		Yes
Milton LRC	34.	VI. A.1.a.	9	80% of LRC equipment is functional.	90%	Yes		Yes
	35.	VI. A.1.b.	9	70% high faculty satisfaction with technology and equipment.	74%	Yes		Yes
Pensacola LRC	36.	VI. A.1.b.	9	70% high faculty satisfaction with technology and equipment.	87%	Yes		Yes
Warrington LRC	37.	VI. A.1.b.	9	70% high faculty satisfaction with technology and equipment.	39%	Yes		Yes
Milton LRC	38.	VI. A.1.b.	9	70% high faculty satisfaction with technology and equipment.	> 70%	Yes	No specific data provided.	Yes
	39.	VI. A.4.a.	9	Books and serials meet national standards.	Yes	Yes	National standards not quantified.	Yes
Pensacola LRC	40.	VI. A.4.a.	9	Books and serials meet national standards.	71 & 73%	Yes		Yes
Warrington LRC	41.	VI. A.4.a.	9	Books and serials meet national standards.	59% Books	No		Yes
Milton LRC	42.	VI. A.4.a.	9	Books and serials meet national standards.	Yes > 50%	Yes		Yes

TABLE I.

TABLE I.															
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)							
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1995-1996:	Was Standard Achieved?	Commentary:	Was Data Used							
Pensacola LRC Warrington LRC Milton LRC	43.	VI. A.5.c.	9	70% high faculty and student satisfaction.	94%	Yes		Yes							
	44.	VI. A.5.c.	9	70% high faculty and student satisfaction.	95%	Yes		Yes							
	45.	VI. A.5.c.	9	70% high faculty and student satisfaction.	93%	Yes		Yes							
	46.	VI. A.5.c.	9	70% high faculty and student satisfaction.	90%	Yes		Yes							
	47.	VI. B.2.a.	9	70% high satisfaction with developmental services.	85%	Yes		Yes							
	48.	VI. B.2.a.	9	70% high satisfaction with developmental services.	90%	Yes		Yes							
Pensacola LRC Warrington LRC Milton LRC	49.	VI. B.2.a.	9	70% high satisfaction with developmental services.	77%	Yes		Yes							
	50.	VI. B.2.a.	9	70% high satisfaction with developmental services.	80%	Yes		Yes							
	51.	VI. B.3.a.	9	70% high satisfaction of staff with developmental activities.	87.5%	Yes	"Good" or "Adequate".	Yes							
VII. INSTRUCTIONAL SUPPORT:	52.	VII. A.1.a	1, 7, 9	70% high satisfaction of faculty and students with labs.	78.8-97.8%	Yes		Yes							
VIII. COMPUTER RESOURCES:	53.	VIII. A.2.a.	11	70% high satisfaction with computer system.	72.7-81.99%	Yes		Yes							
	54.	VIII. B.1.b.	11	70% high satisfaction with computer software.	69.6%	Yes		Yes							
	55.	VIII. B.2.a.	11	70% high satisfaction of President's Council: MIS priority.	69.3%	No		No							
	56.	VIII. B.3.a.	11	70% high satisfaction of MIS users.	72.65%	Yes		Yes							
	57.	VIII. B.4.a.	11	70% high satisfaction of software users.	62.5%	No		Yes							
	58.	VIII. C.2.a.	11	70% high satisfaction of microcomputer software users.	79.2%	Yes		Yes							
	59.	VIII. C.4.a.	11	70% high satisfaction of lab users.	75%	Yes	Now under Denis Campeau.	Yes							
	60.	VIII. D.4.a.	11	70% high satisfaction with telecommunications.	61.2%	No		Yes							
	IX. ORGANIZATION AND ADMINISTRATION:	61.	IX. A.1.a.	5, 6, 7	Organizational chart, policies, etc. distributed.	Done	Yes		Yes						
		62.	IX. A.1.b.	5, 6, 7	Personnel listing published.	Done	Yes		Yes						
63.		IX. B.1.d.*	5, 6, 7	Produce equity report.	Done	Yes		Yes							
64.		X. A.1.a.**	2	Review Business Affairs organization.	Done	Yes		Yes							
X. FINANCIAL RESOURCES:	65.	X. A.2.a.**	2	Verify strategic goals in 1996/7 budgets.	Done	Yes		Yes							
	66.	X. A.3.a.**	2	Verify chart of accounts by NACUBO standards.	Done	Yes		Yes							

TABLE I

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1995-1996:	Was Standard Achieved?	Commentary:	Was Data Used
	67.	X. B.1.a.**	2	Verify investment rates.	Done	Yes		Yes
	68.	X. B.2.a.**	2	Verify accounts payable discounts.	Done	Yes		Yes
	69.	X. B.3.a.**	2	Review automated purchasing system.	Done	Yes		Yes
	70.	X. B.3.b.**	2	Review purchasing bid/quote limits.	Done	Yes		Yes
	71.	X. B.4.a.**	2	Verify automated billing and telephone registration systems.	Done	Yes		Yes
	72.	X. B.5.a.**	2	Review central stores inventory.	Done	Yes	Cd. Stores to be dis. in 1996/7.	Yes
	73.	X. B.6.a.**	2	Verify fee audits.	Done	Yes		Yes
	74.	X. B.6.b.**	2	Verify fee data.	Done	Yes		Yes
	75.	X. B.7.a.**	2	Verify that fees are mandated by Board of Trustees.	Done	Yes		Yes
	76.	X. B.8.a.**	2	Review delinquent accounts.	Done	Yes		Yes
	77.	X. B.9.a.	2	Verify refund policy and practice.	Done	Yes		Yes
	78.	XI.A.1.a.	7	90% satisfaction with new construction.	100%	Yes		Yes
XI. PHYSICAL RESOURCES:	79.	XI.C.1.a.	7	Vehicle age of no more than 7 years or 100,000 miles.	9 yrs & 49K	No		Yes
	80.	XI.C.2.a.	7**	70% satisfaction with grounds.	> 70%	Yes	No specific data provided.	Yes
Grounds	81.	XI.C.2.a.	7	70% satisfaction with maintenance.	70% equiv.	Yes		Yes
Maintenance	82.	XI.C.3.a.	7	64.5K BTU/SFYR energy consumption.	> Goal	No		Yes
Maintenance	83.	XI.D.1.a.	7	SREF deficiencies < 1/Bldg. (safety).	< Goal	No		Yes
Grounds	84.	XI.D.1.a.	7**	SREF deficiencies < 1/Bldg. (safety).	> Goal	Yes		Yes
XII. GRANTS:	85.	XII.A.1.a.	2	70% high satisfaction rating.	72%	Yes	Grants funding to be transferred in 96/97.	Yes
Vocational Office	86.	XII.A.2.a.	2	70% high satisfaction rating.	> 70%	Yes	No specific data.	Yes
Educational Talent Search	87.	XII.B.1.a.**	2	To submit periodic reports.	Done	Yes		Yes
E.O.C.	88.	XII.B.1.a.**	2	To submit periodic reports.	Done	Yes		Yes
XIII. INSTRUCTION: Secondary Education	89.	XIII.A.2.a.	1.3.4	Maintain course outlines for all courses.	Done	Yes		Yes
Secondary Education	90.	XIII.A.2.b.	1.3.4	Provide course outlines for all students.	Done	Yes		Yes

TABLE 1

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1995-1996:	Was Standard Achieved?	Commentary:	Was Data Used
Visual Arts	91.	XIII.B.1.a.	1, 3, 7	Provide course outlines for all students.	Done	Yes		Yes
Mathematics	92.	XIII.B.1.a.	1	Provide course outlines for all students.	Done	Yes		No
Developmental Studies	93.	XIII.B.1.a.	1, 3, 7	Provide course outlines for all students.	Done	Yes		Yes
Business, etc. (Warrington)	94.	XIII.B.1.a.**	1	Provide course outlines for all students.	Done	Yes		Yes
Liberal Arts (Milton)	95.	XIII.B.1.b.	1	70% of students believe evaluation very appropriate.	> 70%	Yes		Yes
Public Service Careers	96.	XIII.B.1.b.	1, 3, 7	70% of students believe evaluation very appropriate.	> 70%	Yes		Yes
Culinary Arts	97.	XIII.B.1.b.	1, 3, 7	70% of students believe evaluation very appropriate.	> 70%	Yes		Yes
Cosmetology	98.	XIII.B.1.b.	1, 3, 7	70% of students believe evaluation very appropriate.	> 70%	Yes		Yes
Advanced Technology	99.	XIII.B.1.b.	1, 3, 7	70% of students believe evaluation very appropriate.	> 70%	Yes		Yes
English	100.	XIII.B.1.b.	1, 3, 7	70% of students believe evaluation very appropriate.	92%	Yes		Yes
Health & Human Performance	101.	XIII.B.1.b.	1, 3, 7	70% of students believe evaluation very appropriate.	> 70%	Yes		Yes
Developmental Studies	102.	XIII.B.1.b.	1, 3, 7	70% of students believe evaluation very appropriate.	> 70%	Yes		Yes
History, Languages, Philosophy	103.	XIII.B.1.b.	1, 3, 7	70% of students believe evaluation very appropriate.	> 70%	Yes		Yes
Behavioral Sciences	104.	XIII.B.1.b.	1	70% of students believe evaluation very appropriate.	> 70%	Yes		Yes
Biological Science	105.	XIII.B.1.b.	1	70% of students believe evaluation very appropriate.	93%	Yes		Yes
Science & Math (Milton)	106.	XIII.B.1.b.	1	70% of students believe evaluation very appropriate.	85%	Yes		Yes
Physical Science	107.	XIII.B.1.b.	1	70% of students believe evaluation very appropriate.	81%	Yes		Yes
Business	108.	XIII.B.1.b.	1	70% of students believe evaluation very appropriate.	88%	Yes		Yes
Computer Science	109.	XIII.B.1.b.	1	70% of students believe evaluation very appropriate.	88%	Yes		Yes
Music & Drama	110.	XIII.B.1.b.	1	70% of students believe evaluation very appropriate.	87%	Yes		Yes
	111.	XIII.B.1.c.	1, 3, 7	College CI-AST scores no less than state mean.	< 8	No		Yes
Liberal Arts (Milton)	112.	XIII.B.2.b.	1	70% students rank evaluation (grading) practice highly.	> 70%	Yes		Yes
Public Service Careers	113.	XIII.B.2.b.	1, 3, 7	70% students rank evaluation (grading) practice highly.	> 70%	Yes		Yes
Culinary Arts	114.	XIII.B.2.b.	1, 3, 7	70% students rank evaluation (grading) practice highly.	> 70%	Yes		Yes

TABLE I

(1)	(2)	(3)	(4)	(5)	(6)		(7)	(8)	(9)
					Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1995-1996:	Commentary:	
Functional Area:	No.	Citation:							Was Data Used
Cosmetology	115.	XIII. B.2.b.	1, 3, 7	70% students rank evaluation (grading) practice highly.	> 70%	Yes			Yes
Advanced Technology	116.	XIII. B.2.b.	1, 3, 7	70% students rank evaluation (grading) practice highly.	> 70%	Yes			Yes
English	117.	XIII. B.2.b.	3	70% students rank evaluation (grading) practice highly.	88%	Yes			Yes
Health & Human Performance	118.	XIII. B.2.b.	1, 3, 7	70% students rank evaluation (grading) practice highly.	> 70%	Yes			Yes
Mathematics	119.	XIII. B.2.b.	7	70% students rank evaluation (grading) practice highly.	< 70%	No			No
History, Languages, Philosophy	120.	XIII. B.2.b.	3	70% students rank evaluation (grading) practice highly.	> 70%	Yes			Yes
Behavioral Sciences	121.	XIII. B.2.b.	3	70% students rank evaluation (grading) practice highly.	> 70%	Yes			Yes
Biological Science	122.	XIII. B.2.b.	1, 3, 7	70% students rank evaluation (grading) practice highly.	95%	Yes			Yes
Physical Science	123.	XIII. B.2.b.	1, 3, 7	70% students rank evaluation (grading) practice highly.	82%	Yes			Yes
Math & Science (Milton)	124.	XIII. B.2.b.	3	70% students rank evaluation (grading) practice highly.	89%	Yes			Yes
Visual Arts	125.	XIII. B.2.b.	1, 3, 7	70% students rank evaluation (grading) practice highly.	> 70%	Yes			No
NAS Center	126.	XIII. B.2.b.	1, 3, 7	70% students rank evaluation (grading) practice highly.	> 70%	Yes			Yes
Business	127.	XIII. B.2.b.	7	70% students rank evaluation (grading) practice highly.	89%	Yes			No
Computer Science	128.	XIII. B.2.b.	1, 3, 7	70% students rank evaluation (grading) practice highly.	93%	Yes			Yes
Music & Drama	129.	XIII. B.2.b.	1, 3, 7	70% students rank evaluation (grading) practice highly.	85%	Yes			No
English	130.	XIII. B.2.c.	3	Grade distributions considered in faculty evaluations.	Done	Yes			Yes
Liberal Arts (Milton)	131.	XIII. B.2.c.	1	Grade distributions considered in faculty evaluations.	Not Done	No			Yes
Public Service Careers	132.	XIII. B.2.c.	1, 3, 7	Grade distributions considered in faculty evaluations.	Done	Yes			Yes
Culinary Arts	133.	XIII. B.2.c.	1, 3, 7	Grade distributions considered in faculty evaluations.	Done	Yes			Yes
Cosmetology	134.	XIII. B.2.c.	1, 3, 7	Grade distributions considered in faculty evaluations.	Done	Yes			Yes
Advanced Technology	135.	XIII. B.2.c.	1, 3, 7	Grade distributions considered in faculty evaluations.	Done	Yes			Yes
Health & Human Performance	136.	XIII. B.2.c.	1, 3, 7	Grade distributions considered in faculty evaluations.	Done	Yes			Yes
Developmental Studies	137.	XIII. B.2.c.	1, 3, 7	Grade distributions considered in faculty evaluations.	Done	Yes			Yes
Mathematics	138.	XIII. B.2.c.	7	Grade distributions considered in faculty evaluations.	Done	Yes			No

TABLE L

TABLE I										
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)		
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1995-1996:	Was Standard Achieved?	Commentary:	Was Data Used		
History, Languages, Philosophy	139.	XIII. B.2.c.	3	Grade distributions considered in faculty evaluations.	Done	Yes		Yes		
Behavioral Sciences	140.	XIII. B.2.c.	3	Grade distributions considered in faculty evaluations.	Done	Yes		Yes		
Biological Science	141.	XIII. B.2.c.	1, 3, 7	Grade distributions considered in faculty evaluations.	Done	Yes		Yes		
Physical Science	142.	XIII. B.2.c.	1, 3, 7	Grade distributions considered in faculty evaluations.	Done	Yes		Yes		
Science (Millon)	143.	XIII. B.2.c.	3	Grade distributions considered in faculty evaluations.	Done	Yes		Yes		
Visual Arts	144.	XIII. B.2.c.	1, 3, 7	Grade distributions considered in faculty evaluations.	Done	Yes		Yes		
NAS Center	145.	XIII. B.2.c.	1, 3, 7	Grade distributions considered in faculty evaluations.	Done	Yes		No		
Business	146.	XIII. B.2.c.	7	Grade distributions considered in faculty evaluations.	Done	Yes		Yes		
Computer Science	147.	XIII. B.2.c.	1, 3, 7	Grade distributions considered in faculty evaluations.	Done	Yes		Yes		
Music & Theatre	148.	XIII. B.2.c.	1, 3, 7	Grade distributions considered in faculty evaluations.	Not Done	No		Yes		
Liberal Arts (Millon)	149.	XIII. C.1.a.	1	Each faculty member to receive an annual written evaluation.	Done	Yes		Yes		
Public Service Careers	150.	XIII. C.1.a.	1, 3, 7	Each faculty member to receive an annual written evaluation.	Done	Yes		Yes		
Culinary Arts	151.	XIII. C.1.a.	1, 3, 7	Each faculty member to receive an annual written evaluation.	Done	Yes		Yes		
Cosmetology	152.	XIII. C.1.a.	1, 3, 7	Each faculty member to receive an annual written evaluation.	Done	Yes		Yes		
Advanced Technology	153.	XIII. C.1.a.	1, 3, 7	Each faculty member to receive an annual written evaluation.	Done	Yes		Yes		
English	154.	XIII. C.1.a.	3	Each faculty member to receive an annual written evaluation.	Done	Yes		Yes		
Health & Human Performance	155.	XIII. C.1.a.	1, 3, 7	Each faculty member to receive an annual written evaluation.	Done	Yes		Yes		
Developmental Studies	156.	XIII. C.1.a.	1, 3, 7	Each faculty member to receive an annual written evaluation.	Done	Yes		Yes		
Mathematics	157.	XIII. C.1.a.	7	Each faculty member to receive an annual written evaluation.	Done	Yes		No		
History, Languages, Philosophy	158.	XIII. C.1.a.	3	Each faculty member to receive an annual written evaluation.	Done	Yes		Yes		
Business, etc. (Warrington)	159.	XIII. C.1.a.	1	Each faculty member to receive an annual written evaluation.	Done	Yes		Yes		
Behavioral Sciences	160.	XIII. C.1.a.	3	Each faculty member to receive an annual written evaluation.	Done	Yes		Yes		
Biological Science	161.	XIII. C.1.a.	1, 3, 7	Each faculty member to receive an annual written evaluation.	Done	Yes		Yes		
Physical Science	162.	XIII. C.1.a.	1, 3, 7	Each faculty member to receive an annual written evaluation.	Done	Yes		Yes		



TABLE 1.

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1995-1996:	Was Standard Achieved?	Commentary:	Was Data Used?
Science (Milton)	163.	XIII. C.1.a.	3	Each faculty member to receive an annual written evaluation.	Done	Yes		Yes
Visual Arts	164.	XIII. C.1.a.	1, 3, 7	Each faculty member to receive an annual written evaluation.	Done	Yes		Yes
Adult Basic Education	165.	XIII. C.1.a.	1, 3, 7	Each faculty member to receive an annual written evaluation.	Done	Yes		Yes
NAS Center	166.	XIII. C.1.a.	1, 3, 7	Each faculty member to receive an annual written evaluation.	Done	Yes		No
Business	167.	XIII. C.1.a.	7	Each faculty member to receive an annual written evaluation.	Done	Yes		Yes
Computer Science	168.	XIII. C.1.a.	1, 3, 7	Each faculty member to receive an annual written evaluation.	Done	Yes		Yes
Music & Theatre	169.	XIII. C.1.a.	1, 3, 7	Each faculty member to receive an annual written evaluation.	Done	Yes		Yes
Liberal Arts (Milton)	170.	XIII. C.1.a.	1	Part-time faculty to be evaluated annually by students.	Done	Yes		Yes
Public Service Careers	171.	XIII. C.1.a.	1, 3, 7	Part-time faculty to be evaluated annually by students.	Done	Yes		Yes
Culinary Arts	172.	XIII. C.1.a.	1, 3, 7	Part-time faculty to be evaluated annually by students.	Done	Yes		Yes
Cosmetology	173.	XIII. C.1.a.	1, 3, 7	Part-time faculty to be evaluated annually by students.	Done	Yes		Yes
Advanced Technology	174.	XIII. C.1.a.	1, 3, 7	Part-time faculty to be evaluated annually by students.	Done	Yes		Yes
English	175.	XIII. C.1.a.	1, 3, 7	Part-time faculty to be evaluated annually by students.	Done	Yes		Yes
Health & Human Performance	176.	XIII. C.1.a.	1, 3, 7	Part-time faculty to be evaluated annually by students.	Done	Yes		Yes
Developmental Studies	177.	XIII. C.1.a.	1, 3, 7	Part-time faculty to be evaluated annually by students.	Done	Yes		Yes
Mathematics	178.	XIII. C.1.a.	1, 3, 7	Part-time faculty to be evaluated annually by students.	Done	Yes		No
History, Languages, Philosophy	179.	XIII. C.1.a.	3	Part-time faculty to be evaluated annually by students.	Done	Yes		Yes
Business, etc. (Warrington)	180.	XIII. C.1.a.	1	Part-time faculty to be evaluated annually by students.	Done	Yes		Yes
Behavioral Sciences	181.	XIII. C.1.a.	3	Part-time faculty to be evaluated annually by students.	Done	Yes		Yes
Biological Science	182.	XIII. C.1.a.	1, 3, 7	Part-time faculty to be evaluated annually by students.	Done	Yes		Yes
Physical Science	183.	XIII. C.1.a.	1, 3, 7	Part-time faculty to be evaluated annually by students.	Done	Yes		Yes
Science (Milton)	184.	XIII. C.1.a.	3	Part-time faculty to be evaluated annually by students.	Done	Yes		Yes
Visual Arts	185.	XIII. C.1.a.	1, 3, 7	Part-time faculty to be evaluated annually by students.	Done	Yes		Yes
Adult Basic Education	186.	XIII. C.1.a.	1, 3, 7	Part-time faculty to be evaluated annually by students.	Done	Yes		Yes
Continuing Education	187.	XIII. C.1.a.	3	Part-time faculty to be evaluated annually by students.	Done	Yes		Yes
NAS Center	188.	XIII. C.1.a.	1, 3, 7	Part-time faculty to be evaluated annually by students.	Done	Yes		No

TABLE 1.								
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1995-1996:	Was Standard Achieved?	Commentary:	Was Data Used?
Business	189.	XIII. C.1.a.	3, 7	Part-time faculty to be evaluated annually by students.	Done	Yes		Yes
Computer Science	190.	XIII. C.1.a.	1, 3, 7	Part-time faculty to be evaluated annually by students.	Done	Yes		Yes
Music & Theatre	191.	XIII. C.1.a.	1, 3, 7	Part-time faculty to be evaluated annually by students.	Done	Yes		Yes
	192.	XIII. C.2.a.	1, 3, 7	College AA and AS graduation rates will exceed system rates.	AA 58.4 v 59.42% AS 97.3 v 75.37%	No Yes		Yes
Applied Health (Warrington)	193.	XIII Alternate	1	Annual sample survey of students.	No data	Yes		Yes
Nursing (Warrington)	194.	XIII. C.1.a.	1	Annual sample survey of students.	Not done	No		Yes
Math & Science (Warrington)	195.	XIII. C.1.a.	1	Annual sample survey of students.	No data	Yes		Yes
Liberal Arts (Warrington)	196.	XIII. C.1.a.	1	Annual sample survey of students.	No data	Yes		Yes
Business, etc. (Warrington)	197.	XIII Alternate	7	70% student high approval of grading.	No data	Yes		Yes
Nursing (Warrington)	198.	XIII. C.1.a.	7	70% student high approval of grading.	No data	Yes		Yes
Liberal Arts (Warrington)	199.	XIII Alternate	7	Students deem grading appropriate (70%).	84%	Yes		Yes
Applied Health (Warrington)	200.	XIII. C.1.a.	7	Students deem grading appropriate (70%).	> 70%	Yes		Yes
Math & Science (Warrington)	201.	XIII. C.2.a.	7	Students deem grading appropriate (70%).	No data	Yes		Yes
Math & Science (Warrington)	202.	XIII. C.2.a.	7	By semester review of grades with faculty.	Done	Yes		Yes
Business, etc. (Warrington)	203.	XIII. C.2.a.	7	By semester review of grades with faculty.	Done	Yes		Yes
Nursing (Warrington)	204.	XIII. C.2.a.	7	By semester review of grades with faculty.	Done	Yes		Yes
Applied Health (Warrington)	205.	XIII. C.2.a.	7	By semester review of grades with faculty.	Done	Yes		Yes
Liberal Arts (Warrington)	206.	XIII. C.2.a.	7	By semester review of grades with faculty.	Not Done	No		Yes
Math & Science (Warrington)	207.	XIII. C.2.a.	7	Annual written evaluation of faculty by April 30.	Done	Yes		Yes
Liberal Arts (Warrington)	208.	XIII. C.2.a.	7	Annual written evaluation of faculty by April 30.	Done	Yes		Yes
Nursing (Warrington)	209.	XIII. C.2.a.	7	Annual written evaluation of faculty by April 30.	Done	Yes		Yes
Applied Health (Warrington)	210.	XIII. C.2.a.	1	Each syllabus reviewed by sixth week of fall semester.	Done	Yes		Yes
Liberal Arts (Warrington)	211.	XIII. C.2.a.	1	Each syllabus reviewed by sixth week of fall semester.	Done	Yes		Yes
Math & Science (Warrington)	212.	XIII. C.2.a.	1	Each syllabus reviewed by sixth week of fall semester.	Done	Yes		Yes
Nursing (Warrington)	213.	XIII. C.2.a.	1	Each syllabus reviewed by sixth week of fall semester.	Done	Yes		Yes



TABLE I.

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Functional Area:	No.	Citation:	Strategic Goal(s) Cited:	Abbreviated Indicator Standard:	Actual Data for 1995-1996:	Was Standard Achieved:	Commentary:	Was Data Used:
XIV. INSTITUTIONAL ADVANCEMENT:	214.	XIV. B.1.a.	2	Produce publications.	Done	Yes		Yes
	215.	XIV. B.3.a.	2	Plan for endowed chairs.	Done	Yes		Yes
	216.	XV. A.2.b.	7	70% of research requests supplied in timely manner.	90.9%	Yes		Yes
XV. INSTITUTIONAL RESEARCH:	217.	XVI. A.2.a.	9	All college standing committees shall have student members.	All	Yes		Yes
	218.	XVI. A.3.a.	9	All student clubs shall have sponsors.	All	Yes		Yes
	219.	XIV. A.3.1.	9	80% good or excellent advising of S.A.B.'s.	87%	Yes		Yes
XVI. STUDENT DEVELOPMENT SERVICES:	220.	XIV. B.1.b.	9	80% of students know where to locate student rights and procedures.	88%	Yes		Yes
	221.	XVI. C.1.a.	1, 9	80% of student sample have completed, up-to-date information files.	< 80%	No		Yes
	222.	XVI. C.4.c.	1, 9	100% of students professionally advised.	< 100%	No		Yes
Counseling	223.	XVI. C.6.a.	1, 9	100% of counselors to have crisis training.	< 100%	No		Yes
Counseling	224.	XVI. D.2.a.	1, 9	5% annual decrease of personal injury on campus.	No data	Yes		Yes
Public Safety	225.	XVI. F.2.a.	9	100% of activities assistants trained in first aid and CPR.	100%	Yes		Yes
Athletics	226.	XVI. G.1.c.	9	100% of financial aid publications reviewed annually.	100%	Yes		Yes
Financial Aid	227.	XVI. G.1.a.	9	70% high student satisfaction of financial aid publications.	94%	Yes		Yes
Financial Aid	228.	XVI. I.2.a.	7	70% high student satisfaction with health information.	100%	Yes		Yes
Health Services	229.	XVI. I.1.a.	7	80% high student satisfaction with health services.	100%	Yes		Yes
Health Services	230.	XVI. J.1.a.	9	70% high student satisfaction with job services.	< 70%	No		Yes
Student Job Services	231.	XVI. K.1.a.	9	Annual survey of student satisfaction.	80%	Yes		Yes
Disabled Services				ADDITIONAL ITEMS				
Audiovisual Equipment	232.	VII. B.1.a.	1, 7, 9, 11	70% high faculty satisfaction with equipment.	Pending	Pending		Yes
Audiovisual Equipment	233.	VII. B.1.b.	1, 7, 9, 11	70% high student satisfaction with equipment.	Pending	Pending		Yes

(a) Source: PJC Institutional Effectiveness Assessment Report Forms received 1996, from PJC academic, student service and support units. (Full reports are produced in APPENDIX A).

\* New item.

\*\* Revised in 1995-1996.

\*\*\* Non-standard indicator.

**TABLE II.**  
**ANALYSIS OF REPORTED INSTITUTIONAL EFFECTIVENESS INDICATORS (a)**  
**1995-1996**  
**(YEAR IV)**

TOTAL INDICATOR REPORTS RECEIVED		233	100.0%
PRODUCTIVITY INDICATORS REPORT RECEIVED		3	1.3%
PRODUCTIVITY INDICATORS REPORTS ACHIEVED	100.0%	3	1.3%
PROCESS INDICATOR REPORTS RECEIVED		230	98.7%
PROCESS INDICATORS ACHIEVED	90.0%	207	88.8%
ALL INDICATORS ACHIEVED		207	88.8%
INDIVIDUAL INDICATORS DATA USED (of a possible 252)		97	38.3%

(a) Source: Tabulated from TABLE I. data.

**TABLE III.**  
**LIST OF UNREPORTED INDICATORS THROUGH 1995-1996\***

New I.A.1.b.	IV.C.4.b.	XIII.C.1.c.	XVI.E.3.b.
New I.A.1.c.	IV.D.2.a.	XIII.C.2.b.	XVI.E.3.c.
New I.A.1.d.	IV.D.3.a.	XIII.C.2.c.	XVI.F.1.b.
New I.A.3.a.	IV.D.3.b.	IX.A.3.a.	XVI.F.1.c.
New I.A.3.b.	V.A.1.a.	IX.A.5.a.	XVI.F.2.a.
New I.E.2.a.	V.B.1.a.(1)	XI.B.1.a.	XVI.H.3.a.
New XVI.H.2.b.	V.B.1.a.(3)	XIII.C.3.a.	
New XVI.B.2.b.	V.C.1.c.	XIII.C.3.b.	
I.C.1.b.	V.C.1.e.	XIII.C.4.a.	
I.C.2.a.	V.C.2.a.	XIII.C.4.b.	
I.D.1.b.	V.C.4.a.	XIV.C.2.a.	
II.A.1.a.	VI.A.5.a.	XIX.C.2.a.	
III.A.1.b.	IX.A.3.a.	XIX.C.3.b.	
III.A.1.c.	IX.A.5.a.	XIV.C.4.a.	
III.A.1.d.	XI.B.1.a.	XV.A.3.a.	
III.A.1.e.	XII.A.2.c.	XV.A.5.b.	
III.A.2.a.	XII.B.2.a.	XVI.C.1.b.	
III.A.2.b.	XIII.A.1.b.	XVI.C.2.a.	
III.A.2.b.	XIII.A.1.c.	XVI.C.4.a.	
III.A.2.d.	XIII.A.3.a.	XVI.C.5.a.	
IV.A.2.a.	XIII.A.3.b.	XVI.C.5.b.	
IV.A.3.d.	XIII.A.4.a.	XVI.D.1.a.	
IV.A.3.e.	XIII.A.4.b.	XVI.D.1.b.	
IV.B.1.a.	XIII.A.4.c.	XVI.D.3.a.	
IV.B.3.b.	XIII.A.5.a.	XVI.E.1.b.	
IV.B.3.d.	XIII.A.5.b.	XVI.E.2.a.	
IV.B.3.e.	XIII.A.6.b.	XVI.E.2.b.	
IV.C.3.a.	XIII.B.2.a.	XVI.E.3.a.	

\* As of 7-31-96



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(Specific Document)


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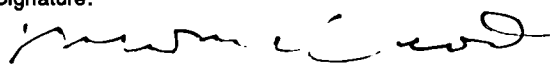
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